

Part VII: Measuring Progress with the Plan

The Washington State Comprehensive Reform Plan identifies clear goals to be addressed related to all areas identified as requiring improvement in the CFSR final report. In addition, the plan identifies specific action steps and bench marks for achieving these goals. The plan further includes specific dates for achieving the action steps, bench marks and overall improvement goal.

The Washington State Comprehensive Reform Plan will utilize three types of measurement to determine completion of each benchmark.

1. Process outcome measure

Some activities and tasks are of a process nature (For example, implementing new policies, protocols or training). Progress on these measures cannot be determined through specific data measures or case reviews. Consequently we will monitor progress on achieving process outcomes through verified completion of action steps against identified bench marks.

2. Data outcome measures

Washington State will replicate the NCANDS and AFCARDS data profiles on a six month basis to track progress on achieving target measures related to the six federal CFSR data measures. Achievement of the improvement goals will be assessed by reaching the improvement goals over two consecutive 12 month periods.

In addition, the Washington State automated case information data base (CAMIS) will be utilized to track progress related to other goals and bench marks (For example frequency of social worker contact with children and families, frequency of parent/child visitations). Progress on achieving some data outcome measures will also be assessed through the case review model (For example: completion of required assessment and case plans in accordance with state timelines; timely response to reports of abuse and neglect). Achievement of these improvement goals will be assessed by reaching the improvement goals by the target date and/or completion of the two year CFSR/PIP timeframe.

3. Qualitative outcome measures

The well established Washington State case review program will be utilized to assess progress on improving the quality and consistency of statewide child welfare practice. The case review model requires that local office practice across all services is reviewed annually by the state case review team, and semi-annually by regional peer review teams. This process results in approximately 2,200 cases being reviewed annually (approximately 10 percent of all cases). All reviews utilize the same case review methodology. The case review methodology will be revised to measure progress on identified items within the plan not previously included in the case

reviews. The case review program will report both on compliance with service standards such as completing a safety assessment and plan within required time frames, and also on the quality of such assessments and plans. Achievement of qualitative improvement goals will be assessed by reaching the required performance benchmark over two consecutive reviews by completion of the two year CFSR/PIP timeframe.

Implementing and measuring progress will be supported through specific, ongoing Continuous Quality Improvement (CQI) strategies. These include:

Local Office CQI

Supervisory Case Review

Supervisors will continue to review cases with their staff on a monthly basis as required by policy. During these reviews they will focus on practice areas identified in the CFSR as requiring improvement.

Standing CQI Teams

Currently, there are 22 local offices standing teams in operation. These teams are composed of a cross section of local office staff, and community representation. The Standing Continuous Quality Improvement (CQI) teams review data from case reviews and performance data measures for their office on a quarterly basis. Annually the teams develop an office improvement plan for addressing identified areas requiring improvement.

The Local Office Standing CQI Teams will be expanded to all 44 offices by December 2004. All teams will be required to review performance data measures monthly and case review data quarterly, and report their status monthly to regional management.

Regional CQI

Each of the six CA regions will establish a CQI lead. The CQI lead will be responsible for supporting Regional Management in reviewing regional performance measures and case review data on a monthly basis, and developing regional action plans to support achievement of the plan improvement goals applicable to their region.

Headquarters CQI

The headquarters office in Olympia will be reorganized in July 2004 to better align the goals of CA with the organizational structure. The new Division of Practice Improvement will be responsible for providing performance and case review data

monthly and quarterly to local offices and regions. This Division will also provide monthly and quarterly statewide and regional performance reports to the Children's Administration Management Team.

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Part VIII: Reporting Progress with the Plan

Regular reporting out of progress in achieving improvement goals is an important aspect of our Comprehensive Reform Plan. Regular progress reporting to the Department of Health and Human Services is a CSFR requirement. In addition, Washington State believes that public accountability is essential for building community and stakeholder partnerships and improving child welfare services. The majority of the proposed improvements require staff, community and stakeholders' partnership and effort to achieve. Providing regular and accessible progress reports is essential in checking our course and achieving our improvement goals.

Our progress reporting plan includes the following:

Department of Health and Human Services

It is proposed that the quarters for reporting be January-March, April-June, July-September and October-December. Reports will begin with the first quarter following the publishing of the approved plan. Reports will be filed on:

August 15th
November 15th
February 15th
May 15th

The reports will be filed six weeks following the end of the quarter to allow for data assimilation following the completion of each designated quarter. Washington will work with the local Region X ACF office to identify reporting requirements in the quarter immediately preceding the CSFR to integrate the content of the quarterly findings with the Statewide Assessment.

Public and Community

- Quarterly progress reports will be available through the Children's Administration internet home page.

Stakeholders and Partners

- Quarterly progress reports will be provided to the statewide Child, Youth, and Family Services Advisory Committee.
- Quarterly progress reports will be provided to the Indian Policy Advisory Committee (IPAC)
- Quarterly progress reports will be provided to the Foster Parent Association of Washington State and other community partners
- Quarterly progress reports will be provided through the Children's Administration internet home page

Department of Social and Health Service Agencies

- Quarterly progress reports will be presented to the DSHS Cabinet which includes the Secretary, Deputy Secretary and the Assistant Secretaries for all Administrations

Children's Administration

- Quarterly progress reports will be available through the Children's Administration intranet home page
- Each local office will receive monthly and quarterly reports regarding their office improvements, regional improvements and statewide improvements
- Regional management teams will receive monthly and quarterly reports regarding their office and regional improvements, and statewide improvements
- Children's Administration Management Team will receive monthly and quarterly reports regarding regional and statewide improvements.

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